

Board Meeting Minutes

Virginia Alcoholic Beverage Control Authority Board Meeting

ABC Headquarters – October 5, 2021 – 9:00am

Call Meeting to Order

Authority Board Chair Maria J.K. Everett called the Board Meeting to order at 9:03 am.

Attendance

Board Chair Maria Everett
Board Vice-Chair Beth Hungate-Noland
Board Member Mark Rubin
Board Member Greg Holland
Board Member William Euille
Chief Executive Officer, Travis Hill
Chief Government Affairs Officer, John Daniel
Chief Communications and Research Officer, Eddie Wirt
Chief Information Officer, Paul Williams
Chief Retail Operations Officer, Mark Dunham
Director of Procurement, Melissa Watts
Senior Legal Counsel, LaTonya Hucks-Watkins
Kathleen LaMotte, Executive Assistant
James Flaherty, Attorney General's Office Representative

Approval of Minutes

Board Member Rubin moved to approve the minutes as amended from the August 20, 2021 board meeting. Board Member Holland seconded the motion. The minutes were approved as amended, to amend the reason for closed session to receive advice of counsel and to correct typographical errors. The roll-call vote was 3 – 0, as Mr. Euille was running late to today's Board Meeting and Ms. Hungate-Noland abstained from the vote as she was not in attendance at the August 20 meeting.

New Business

Senior Legal Counsel reviewed the proposed updates to regulations impacting the Authority presented to the Board in their materials.

- The first document revises the address of hearings from the Authority's former building on Hermitage Road to the new headquarters in Mechanicsville. There were no objections to this proposed change.
- The second proposal concerned a suggested change to 3VAC5-20-90 regarding Advertising proposes to allow electronic rebates. Currently, rebates are only permitted to be mailed in. The change is to strike through "mailed in" to alter to "submit" to allow more flexibility for methods of submission. The Board had no objections to this proposed change.
- A third proposed change is to cure an issue first raised at a appeal hearing last month to change the name "informal conference" to "pre-hearing conference" and strike references to administrative code 3VAC5-10-300 changing reference to a different part of administrative code, maintains reference to ABC specific code.

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- The Clerk’s office of ABC would automatically set a pre-hearing conference, which may be held telephonically or virtually, at the same time a hearing is set, at least five days prior to the formal hearing.
- The final regulatory change discussed concerned 3 VAC5-50-220, Interests in the businesses of licensees, and percentage payments. Current regulations prohibit licensees to have any other entity to have a percentage based payment other than a few exceptions for rent, or franchisee, this will allow a carve out for a manager or a promoter. This allows ABC to keep up with industry standards regarding our regulations. This will have a limit to help prevent a licensee from being taken advantage of, similar to our limits 4.1-222 and 4.1-225 that impugn liability on anyone with a 10% or greater interest in the licensed business. Mr. Daniel doesn’t anticipate much pushback, other than the 10% cap some non-profit special event licenses have asked for 50% of profits, but believes that since it’s similar to caps on interest in licensee company.
- Board Member Holland moved to approve the regulations to be sent out sent out as amended, Board Member Rubin seconded the motion. The motion carried on a roll-call vote of 5 – 0.

Moved Into Closed Session

- Board Chair Everett moved that the Board enter closed session pursuant to 2.2-37.11(A) (7) to receive legal advice from counsel. Board member Holland seconded and the motion passed unanimously on a roll-call vote. Attending the closed session in full were Maria Everett, Beth Hungate-Noland, Mark Rubin, Greg Holland, William Euille, James Flaherty, Travis Hill, Kristie Miles and John Daniel.

Certification for Closed Session

- Upon the Board’s return from Closed session, Vice-Chair Hungate-Noland moved to certify that to the best of her knowledge nothing was discussed in the closed sessions but legal advice pursuant to 2.2-37.11(A)(7), and only public business matters lawfully exempted from open meeting requirements was discussed. Board Member Rubin seconded; the motion passed on a roll-call vote of 5-0.

Hearing

4Js ENTERPRISES, LLC
4Js FARM BREWERY
7597 KEITH ROAD
WARRENTON, VIRGINIA 20186-7315

Approval of Proposed Budget submissions

Mr. Hill and Mr. Fowlkes reviewed six decision packages for Board approval. These are attached to these minutes as Appendix A.

- Body Worn Cameras

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- This is the Authority's third attempt at this project, the first two attempts were ended prior to implementation.
 - The first attempt was halted at the direction of the Administration to allow a study committee to formulate recommendations for body cameras.
 - The second attempt stemmed from the Expert Review Panel's recommendations following the arrest of Martese Johnson. This effort was halted upon passage of budget language prohibiting the expenditure of state funds on body worn cameras..
- Body cameras becoming standard equipment for LEOs.
- Chief Kirby would like to revisit and re-evaluate the policy previously approved by the Board and bring it back before the Board.
- Included in budget request total are funds to replace, maintain camera equipment and to store digital films.
- Includes a System Administrator for body-worn camera who would also be responsible for responding to FOIA requests. There would be others cross-trained to fill this work as well. Based on the experience of other agencies of our size, this would likely be sufficient.
- Officers would upload camera at the end of the shift, the technology doesn't allow officers to alter the video.
- Leadership would review videos at random to ensure there is good customer service
- Camera would be activated by the person tapping camera or pressing the button. There are options for button-worn or glasses worn camera.
- Chief Kirby discussed the software and technology has greatly improved over the past ten years. He also anticipates a drastic increase in FOIA requests, but that the ABC intends to respond timely.
- The package being considered includes the ability to pixilate faces.
- E-Commerce Project
 - The Board has discussed the Authority's need for e-commerce improvements in the past and reviewed the proposed investment
- Store Network Growth
 - Board has seen in prior budgets, each biennium Authority submits growth for staff for planned new stores, and adding staff to stores that have high volume.
 - This proposal differs in years past, it recognizes more downstream impacts on store personnel such as fixture crew and maintenance. There is an increased burden on IT support to the store, and HR support to hire and train new employees.
- Store Clerk Conversion
 - This proposal is similar to prior proposals before the Board.
 - By switching some wage employees to full-time employees, it creates more opportunities to recruit and retain top talent.
- Cost of Goods Sold
 - This allows the Authority to be able to purchase the products to sell in the stores.
- Language Change

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- The IT Advisory Committee created in 2015, when the House Committee created to provide some oversight, the meeting may have outlived its usefulness. The annual meeting's attendance has dwindled and may be better suited to provide an electronic update. The CEO and GAO previously spoke with Secretary of Public Safety, DPB and money committee staff and no one objected to moving away from the meeting.

Board Member Rubin moved to approval all submissions, Vice-Chair Hungate-Noland seconded the motion. This passed on a roll-call vote of 5 – 0.

CROO Report (Mark Dunham)

Mr. Dunham reported that:

- Through September 29th, year-over-year Retail sales increase is up roughly 4.8% compared to last year or 2.5% above plan.
- The Authority has reached out to suppliers for their product availability forecast
- Retail out-of-stocks (OOS) are a challenge right now; many manufacturers are suffering from a supply chain disruption and the Authority is currently trying to keep product in two warehouses.
- All stores are under the Authority's goal of 97% in-stock, over 310 stores are below 94%. With the transition to the Freight Way Distribution Center there will be some improvement over the next several weeks.
- COVID cleanings are again starting in stores. The Authority is seeing partial closings each day.
- The Delivery On Demand pilot is running as expected, with \$24,000 sales and positive initial feedback.
- Tomorrow is the first day of bringing all warehouse workers to Freight way warehouse.
- Mr. Hill reviewed efforts to partner with third party delivery partners to increase their compliance to not deliver alcohol to underage buyers.
- Mr. Hill discussed Tracey Heilborn, the new Director of Supply Chain.

The Board expressed their appreciation to Mr. Dunham and his team for their hard work to get the new distribution center up and running

CEO Update (Travis Hill)

Mr. Hill reported that:

- He and Chief Kirby have appeared with a few wholesalers and manufacturers stakeholder groups on the new licensing system roll out, which is scheduled to go live in January 2022. This will increase responsiveness to the licensee community.
- Regarding the Authority's COVID vaccination efforts, currently the vaccination rate is about 72%, about 1,100 – 1,200 unvaccinated employees will complete a self-administered test at their worksite. ABC grants four hours of paid time off for employees to receive their COVID vaccination.
- The transition memo for the new gubernatorial Administration is developed and in final edits. The Secretary of the Commonwealth expressed strong certainty that Board terms are set and documented, but the CEO must be re-appointed.
- There are no Real Estate Committee to be approved this month.
- The leases signed this month were all renewals and contained no items of controversy.

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- Mr. Hill will attend the NABCA Administrators conference and a Continuing Legal Education seminar this month and will be out of the office.

Board Member Rubin asked about the status of the new warehouse fire suppression system. Mr. Hill advised the final solution has been approved and installation of has begun.

GAO Report (John Daniel)

Mr. Daniel reported that:

- The Board's written materials contain the regular reports.
- The legislative report for Cocktails to Go is progressing well, the final stakeholder meeting will take place on October 12. The report is in draft form with Mr. Hill.
- Stakeholder opinions vary on length cocktails to go – some feel it is a lifeline for the industry, while others feel you must be able to see the person ordering. Some have advocated for a temporary extension to continue a testing period.
- Third party delivery groups have been very helpful to the Authority, they have assisted with draft legislation and provided information on training courses.

Listings Presentation

Marketing (John Shiffer)

Mr. Shiffer reported that:

- Mr. Shiffer reviewed the listings reviewed and recommended by the committee. This presentation is attached to these minutes as Appendix B.
- 170 products were submitted, 78 were selected to be presented, 42 are recommended to list, eight will be carried as special-order, and 28 were declined.⁷

Board Vice-Chair Hungate-Noland moved to approve the recommendations of the listings committee, Board Member Holland seconded. With all in agreement, the motion passed in a roll-call vote of 5-0.

Moved Into Closed Session

- Board Chair Everett moved that the Board enter closed session pursuant to 2.2-37.11(A) (1) and (7) to discuss compensation matters and to receive legal advice from counsel regarding pending litigation. Board member Holland seconded and the motion passed unanimously on a roll-call vote. Attending the closed session in full were Maria Everett, Beth Hungate-Noland, Mark Rubin, Greg Holland, William Euille. John Singleton, James Flaherty, Travis Hill, Kristie Miles and John Daniel attended in part.

Certification for Closed Session

- Upon the Board's return from Closed session, Vice-Chair Hungate-Noland moved to certify that to the best of her knowledge nothing was discussed in the closed sessions but compensation

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discussions and legal advice pursuant to 2.2-37.11(A)(1)(7), and only public business matters lawfully exempted from open meeting requirements was discussed. Board Member Rubin seconded; the motion passed on a roll-call vote of 5-0.

Old Business

None

Comments from Board

The Chair requested Ms. LaMotte to circulate a poll for upcoming Board meeting dates.

Public Comments

None

Meeting Adjournment

At 4:15 pm, with no further business, Chair Maria Everett adjourned the meeting.

DPB Decision Package Template

Project:	Body Worn Cameras (BWC) Project
Consequences for not funding/justification for decision package:	
o Indicate the consequences you expect if your proposal is not approved.	In the wake of the George Floyd protests and the national debate on police reform, Virginia's elected leaders have made it abundantly clear through various acts of the General Assembly that Virginia will demand transparency and accountability from those who are sworn to uphold the law. The highest standards of police professionalism are expected from all sworn personnel and the Community Policing Act of 2020 now requires strict documentation regarding all non-consensual police-public encounters. Use of force guidelines prohibiting chokeholds and Duty to Intervene requirements are now mandated by law and departmental policy. As a fully accredited state law enforcement agency, the Bureau is soon to be governed by new accreditation standards which address both Duty to Intervene and BWC policies and procedures. The failure to fund this proposal will create challenges for the agency going forward as it seeks to comply with the spirit and letter of the newly adopted laws, standards and policies.
o Detail about how not funding this action will impact the agency's performance measures and targets.	As previously indicated, the Bureau is bound by the requirements of both the Code of Virginia and accepted best practices as they relate to public interactions. Each year, Bureau agents perform thousands of interactions with members of the general public to include licensee inspections and observations, compliance checks, and both consensual and non-consensual encounters pursuant to various investigative requirements. This is all done in the interest of achieving the agency's primary goal of public safety through voluntary compliance. The acquisition of BWCs will help ensure public confidence in the agency's ability to fairly and impartially enforce the laws and regulations of the Commonwealth as they relate to the sale and distribution of alcohol and tobacco products.
o Detailed justification about how funding this decision package will impact the agency.	Funding this decision package will allow the Bureau of Law Enforcement to increase transparency and accountability in its dealings with the general public. Additionally, the use of Body Worn Cameras, (BWCs) will allow Bureau agents to accurately record law enforcement actions and capture evidence for investigations and court/legal proceedings.
The Alternatives considered (must list at least one).	
o Indicate any other alternatives you considered for accomplishing the objectives of the request and why you selected the proposed action. Briefly list the pros and cons of each alternative.	Currently, there are no viable alternatives to the BWC platform in terms of capturing and archiving actual video and audio recordings of police-citizen encounters. In the absence of the BWC, the agency is reliant on eye-witness testimony and/or the recollections of the persons involved in the encounter. The only other alternative is if the encounter is captured by a third party camera or smart phone.
The Explanations and Methodologies	
o Explain how you calculated your request and any assumptions used, the methodology used. Enter as much detail as necessary to fully explain the methodologies used.	The cost estimates are predicated on the acquisition of a durable and reliable BWC platform that meets the hardware and software requirements required by today's law enforcement professional but equally important, allows for the secure, cloud based storage and retrieval of all recorded images. The cost amounts submitted are based on current pricing information from a major BWC vendor, (Axon Enterprise) which provides hardware, software, and data storage services to numerous law enforcement agencies around the Commonwealth. They have previously passed review with VITA's Enterprise Cloud Operating System, (ECOS) stringent security requirements for cloud based data storage. Additional costs for the staffing of a departmental digital evidence custodian and data analyst are included in the estimate. Finally Axon Enterprise has established itself as a leader in the industry which has established sole-source authority in the Commonwealth based on the numerous features that it has to offer.
DPB requires detailed cost estimates for each submission to include the following:	
o Fiscal year of the cost to be incurred.	Please see attachment
o New positions required that are related to the decision package.	Digital Evidence Custodian/Informational Assistant Analyst
o Ongoing maintenance required if decision package is approved.	Please see attachment
o Cost savings that will incur as a result of approving the decision package.	While cost savings are difficult to define for this type of expenditure, there is ample historical precedent that indicates the availability of BWC footage can help to reduce lawsuits and complaints against law enforcement officers and their agencies.
o Costs estimates must be separated out into the type of cost (software, hardware, PSC, maintenance, etc.)	Please see attachment
<i>Note: DPB does allow documents to be attached to the decision package that helps to justify the request or explain the methodology used.</i>	

Appendix A

Appropriation Request:

FY 2023	Amount	MEL
FY 2024	\$ 391,225	1
	\$ 372,000	1

P&L Impact

FY 2023	\$ 206,523
FY 2024	\$ 413,045


5 Years Cost

Vendor Costing Categories	FY2023	FY2024	FY2025	FY2026	FY2027
Vendor cost	\$126,000	\$252,000	\$252,000	\$252,000	\$252,000
FTE Position	\$60,000	\$120,000	\$120,000	\$120,000	\$120,000
Depreciation Expense	\$20,523	\$41,045	\$41,045	\$41,045	\$41,045
Total Cost	\$206,523	\$413,045	\$413,045	\$413,045	\$413,045

DPB Decision Package Template

Project:	E-Commerce Program
Consequences for not funding/justification for decision package:	
o Indicate the consequences you expect if your proposal is not approved.	To keep pace with Virginia's growing population and to provide the citizens of Virginia a safe, secure, innovated, modernized real-time experience whether online or in store (store, curbside and/or on-line), ABC's eCommerce platform needs to be updated and modernized. Virginia ABC is moving from a multi-channel retail environment to an omnichannel real-time environment with a focus on product availability, regardless of fulfillment option chosen by the customer. This will not only provide Virginia ABC with incremental revenue opportunities, it will also provide for improved customer experience via increased online inventory visibility and streamlined operations. By not approving this proposal, growth in ABC's revenues will be extremely limited as customer demand for online ordering and various fulfillment options continues to grow.
o Detail about how not funding this action will impact the agency's performance measures and targets.	<p>In a modern IT portfolio, a competent core eCommerce platform is a cornerstone of a business strategy with satellite systems being integrated into that key system. Without a modernized system, VA ABC would remain constrained by it's current functionality and limited scalability, as evidenced by its website failure during a sale in August 2020. By solidifying its ecommerce infrastructure, VA ABC will meet its needs and focus to operate more like a business, and meet strategic goals for customer service and revenue generation for the Commonwealth.</p> <p>In particular, new eCommerce Platform will consist of:</p> <p>A content-rich & personalized shopping experience dynamic and relevant content to customers in the e-commerce catalog integrate digital e-commerce content delivery with a modern content management system a content-rich promotional environment for shopping</p> <p>A transparent, easy & empowering shopping experience purchase products through an interactive and self-service experience order fulfillment from inventory sources across multiple selling channels@all necessary information for customers to make their shopping decisions and present fully priced orders for payment single-page, fast checkout</p> <p>An omnichannel & branded shopping experience access to the same information for inventory and ordering by customer or order, whether online or in store</p> <p>An extensible & continuously improving experience fully customizable digital storefront, from product detail page to search, checkout, and order tracking</p>
o Detailed justification about how funding this decision package will impact the agency.	<p>The focus of the VA ABC Modernization and the IT Reinvestment program, which kicked off in fiscal year 2016, is to continue to update VA ABC's core legacy systems to improve customer service, sales, return on investment, reliability, compliance and flexibility. Updating the eCommerce technology environment as part of this effort, is crucial and realizing these benefits.</p> <p>More broadly, it is Virginia ABC's strategy to provide all citizens of the Commonwealth with the best possible service. The organization is looking to support transparency, flexibility, and innovation with both its internal and external customers. An updated eCommerce solution will help VA ABC best address its strategic goals related to customer service and profitability.</p> <p>Funding for this effort now will permit VA ABC to continue to support the program plan and competitively price and procure a system prior to the start of a planned implementation</p>

The Alternatives considered (must list at least one).	
<p>o Indicate any other alternatives you considered for accomplishing the objectives of the request and why you selected the proposed action. Briefly list the pros and cons of each alternative.</p>	<p>The primary potential alternative to implementing new eCommerce solution is to maintain status quo: Continue to support and upgrade homegrown custom systems and rely on antiquated technology and services.</p> <p>Pros:</p> <ul style="list-style-type: none"> • Not implementing a new eCommerce platform would provide some cost savings in the immediate term, however, each incremental patchwork update and overall functionality lacking would likely cost more in the long term. This is evidenced by the website crash that took place in August 2020. <p>Cons:</p> <ul style="list-style-type: none"> • Homegrown systems offer limited functionality without possibility of required changes anytime soon • Data and data-impacting processes will remain in disparate systems, exposing potential data integrity risks and/or requiring manual overrides and verifications • Duplicative and disjointed processes would make it difficult for the Authority to evolve to effectively meet VA ABC's overall needs in an ever-changing shopping environment, especially following the COVID-19 pandemic <p>An additional alternative is to procure individual modules in pieces over an extended period of time, rather than finding a single consolidated ecommerce solution.</p> <p>Pros:</p> <ul style="list-style-type: none"> • Implementing individual modules in pieces over time would spread the cost of the technology out over a longer period <p>Cons:</p> <ul style="list-style-type: none"> • This option would not allow ABC to negotiate better pricing by doing a single, turnkey purchase for the full suite of functionality • Piece-meal modules would also open ABC up to additional risks with respect to integrations working together across systems/modules at one time. This has proven to be problematic with the current customized solution as orders flow from shopping to purchase/payment and post-payment services like fulfillment and order reconciliation.
The Explanations and Methodologies	
<p>o Explain how you calculated your request and any assumptions used, the methodology used. Enter as much detail as necessary to fully explain the methodologies used.</p>	<p>Virginia ABC began its e-commerce journey in 2015 when the website was re-designed and content management implemented. Rudimentary online ordering was available for select warehouse products. Since this time, online ordering has steadily grown and developed in terms of both overall growth and the scale of cyber events. During this time of growth, ABC has been researching and planning for the best eCommerce approach and strategy. Working with third-party vendors, ABC developed an eCommerce Vision and Strategy document, Business Case, OmniChannel Business Plan, eCommerce Experience and Order Management Solution Architecture, as well as a Content Strategy and Digital Roadmap. These efforts included researching Industry Best Practices, performing Market Analysis, performing interviews with internal and external stakeholders, developing conceptual wireframes, and understanding gaps between ABC's current state and proposed future state in terms of people, processes and technology required. As a result of this research, ABC was able to identify high-level requirements by functional area, as well as a cost estimates for enabling technology and resources.</p> <p>Methodology: In developing the list of VA ABC eCommerce needs based on the researched performed, four (4) key areas emerged:</p> <p>Target State</p> <ul style="list-style-type: none"> - Rebranded Catalog-Centric Storefront and Non-Commerce Content areas (Enforcement, Education, etc.) - Split fulfillment orders including Ship-to-Customer, On Demand, and Pick up in Store - Enterprise level solution integrated with Product Data Hub (PDH), Order Management System (OMS), Pickit, IAM, PRISM, GK, Tax Service Provider (ensure paper tax by locality for delivery orders) - Single point of reference for online purchasing; for customers and licensees - Sitecore Experience Commerce (XC) - shopping cart - Enterprise eCommerce platform blending Content Management with Commerce <p>Performance and Scalability</p> <ul style="list-style-type: none"> - Offloading static assets (images, files, etc.) to Content Delivery Network(CDN) - Increase site performance and asset availability - Microservices based engine suitable for scaling (prevent website overload) - Flexible deployment based upon best practice Container architecture <p>Capabilities</p> <ul style="list-style-type: none"> - Online orders for customers and mixed beverage licensees - Order Line fulfillment (Ship-To-Customer, On-Demand, Pickup in store) and appropriate tax rate - Loyalty Programs - Promotions - Personalization <p>Volume</p> <ul style="list-style-type: none"> - \$160 million+ annually of eCommerce business at maturity <p>Notes: Additional details of the proposed implementation using a phased approach can be found in the attached documentation.</p>

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o New positions required that are related to the decision package.	We are requesting 8 new MEL (as detailed in row 20 of the P&L Cost Breakdown) to work on system implementation and to support the new platform. In addition, we estimate a \$1.5M cost for internal labor for project support and resourcing. As a retail function, staffing should be considered similar to how we think about staffing stores. These will be revenue producing positions that enable retail revenue growth and will be maintaining a retail function, just as traditional store staff.																																					
o Ongoing maintenance required if decision package is approved.	Ongoing (annual) maintenance cost is \$1.7M (as detailed in row 14 of the P&L Cost Breakdown). This reflects licensing and maintenance costs for the eCommerce software, 3rd party support, internal labor and contingency cost.																																					
o Cost savings that will incur as a result of approving the decision package.	While there remains tremendous volatility in spirits sales, present estimates for eCommerce investment opportunity suggest that revenues could deliver >\$40M in net profit margin in the first five years, after one time and ongoing expenses are covered.																																					
o Costs estimates must be separated out into the type of cost (software, hardware, PSC, maintenance, etc.)	The costs detailed in the Cost by Function and P&L Cost Breakdown tabs include implementation, subscription (maintenance) costs, software and hardware, internal labor and contingency.																																					
Please see the attached Powerpoint file that accompanies this request.																																						
<p><i>Note: DPB does allow documents to be attached to the decision package that helps to justify the request or explain the methodology used.</i></p> <table border="1"> <thead> <tr> <th colspan="3">Virginia ABC: E-Commerce Investment Metrics Changes</th> </tr> <tr> <th></th> <th>Target Growth</th> <th>Likely Range</th> </tr> </thead> <tbody> <tr> <td>Add to Cart Increases</td> <td>7%</td> <td>3-15%</td> </tr> <tr> <td>Funnel to Checkout</td> <td>14%</td> <td>5-30%</td> </tr> <tr> <td>Avg Bottle Price</td> <td>\$0.48</td> <td>\$0.25-\$1.00</td> </tr> <tr> <td>Increased Orders</td> <td>10%/yr</td> <td>5-20%</td> </tr> <tr> <td>Premiumization</td> <td>0.34%/yr</td> <td>0.15-1%</td> </tr> <tr> <td>New Customers</td> <td>10%/yr</td> <td>5-20%</td> </tr> </tbody> </table>  <table border="1"> <thead> <tr> <th colspan="2">Virginia ABC: E-Commerce Investment in \$M</th> </tr> <tr> <th></th> <th>First Five Years</th> </tr> </thead> <tbody> <tr> <td>New Online Sales</td> <td>162.3</td> </tr> <tr> <td>Gross Margin</td> <td>56.8</td> </tr> <tr> <td>One Time Project Expense</td> <td>(7.0)</td> </tr> <tr> <td>Ongoing Expense Impacts</td> <td>(7.2)</td> </tr> <tr> <td>Net Margin</td> <td>42.6</td> </tr> </tbody> </table>	Virginia ABC: E-Commerce Investment Metrics Changes				Target Growth	Likely Range	Add to Cart Increases	7%	3-15%	Funnel to Checkout	14%	5-30%	Avg Bottle Price	\$0.48	\$0.25-\$1.00	Increased Orders	10%/yr	5-20%	Premiumization	0.34%/yr	0.15-1%	New Customers	10%/yr	5-20%	Virginia ABC: E-Commerce Investment in \$M			First Five Years	New Online Sales	162.3	Gross Margin	56.8	One Time Project Expense	(7.0)	Ongoing Expense Impacts	(7.2)	Net Margin	42.6
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Appropriation Request:	FY 2023	Amount	MEL
	FY 2024	\$ 5,801,892	8
		\$ 8,418,240	8

P&L Impact	FY 2023	\$ 1,271,560
	FY 2024	\$ 2,394,750

5 Years Cost	Vendor Costing Categories	FY2023	FY2024	FY2025	FY2026	FY2027
	Implementation Costs	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
	Subscription Cost	\$520,000	\$520,000	\$520,000	\$520,000	\$520,000
	Additional Cost	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
	FTE Position (8 MEL)	\$661,560	\$661,560	\$661,560	\$661,560	\$661,560
	Depreciation Expense		\$1,123,190	\$1,123,190	\$1,123,190	\$1,123,190
	Total Cost	\$1,271,560	\$2,394,750	\$2,394,750	\$2,394,750	\$2,394,750

<p>Project: Store Network Growth</p>	<p>To keep pace with Virginia's growing population, Virginia ABC opens approximately 8 new retail stores per year in underserved areas. Virginia ABC is requesting an appropriation to cover the cost of the new stores and growth in existing stores for FY23 and FY24.</p> <p>New Stores - Virginia ABC has been a significant source of revenue for the Commonwealth since its inception. In the ten years since FY11, the Authority's contributions to the Commonwealth's General Fund have increased by 82%, from \$339.2 million in FY11 (source: audited FY11 financial statements) to \$616.4 million in FY21 (source: unaudited FY21 financial statements). As expectations for the Authority to continue to be a significant source of revenue for the General Fund increases, ABC will need to increase the most productive area of revenue generation by increasing the number of retail stores and employees across the Commonwealth. By not increasing the store network retail footprint, the Commonwealth risks losing out on valuable sales that drive a significant portion of its revenue. This request includes 32 (16 for FY 2023 and and additional 16 for FY 2024) additional MEL per year (2 per new store) and the associated cost for the requested MEL.</p> <p>In-Store Growth – As sales continue to grow in the Authority's existing stores, ABC continually reassess the staffing needs of our stores to ensure that our customers continue to be served appropriately. As a result, ABC adds Assistant Manager positions to existing stores that move to a high volume producing store, based on demand and subject to internal thresholds that include the number of customers and sales volume to determine which stores require this additional assistance. This request includes 30 (15 for FY 2023 and additional 15 for FY 2024) additional MEL per year and the associated cost to handle stores that meets this threshold. As the number of stores increases, more Regional Managers will also be required to supervise store managers and provide support for the additional stores. However, for FY23, ABC has not met the threshold to request for an additional MEL for a Regional Manager.</p> <p>Volume Driven Infrastructure - As the Authority has grown over the years, the opening of new stores has driven additional operating pressure on other divisions that support the store network. The material growth in store sales since the pandemic started has exacerbated that pressure, resulting in a need for operational support in several support divisions. In order to solve the operating pressure created by increased store sales, previous store network expansion, as well as to support the stores being contemplated in this request, the Authority needs additional MEL to fill roles that help facilitate store network expansion, growth, and overall sales:</p> <ul style="list-style-type: none"> - Store Network Maintenance Technicians (2 MEL; maintain store network facilities) - Marketing Senior Product Manager (1 MEL; manage product listings, delisting, expansion, holiday products) - Marketing Merchandising Analyst (3 MEL; facilitate bringing all planogram activities in-house) - Human Resources Talent Acquisition Coordinators (2 MEL; recruit employees for the store network and/or provide other Human Resources support) - Research & Planning Business Analysis Manager (1 MEL; expand analytics for real estate decisioning) - Procurement Officer (1 MEL; goods and services purchasing for store network and other sales related initiatives) - Payroll Technician (1 MEL; payroll for the store network and other payroll duties)
<p>Consequences for not funding/justification for decision package:</p>	
<p>o Indicate the consequences you expect if your proposal is not approved.</p>	<p>Failure to fund this activity may cause missed sales opportunities, lowering the Authority's ability to grow sales and profits in coming years, reducing contributions to the Commonwealth's General Fund.</p> <p>Failure to increase MEL may cause inability to open new stores, adjust staffing across the existing store network to meet growing demand, provide internal services needed to maintain an engaged workforce and reduce attrition and recruiting costs, procure goods and services needed for store sales, maintain the appearance and function of existing and new store facilities needed to provide a positive customer experience, and provide internal analytical capabilities to grow store sales. All of these will impact the Authority's ability to grow sales and profits in coming years, reducing potential contributions to the Commonwealth's General Fund.</p>
<p>o Detail about how not funding this action will impact the agency's performance measures and targets.</p>	<p>One of the Authority's key metrics is Profit Earned, which is transferred to the Commonwealth's General Fund and used to support various agencies' budgetary needs. As a source of General Fund revenues, continuing to invest in the Authority will deliver additional store sales, which translates into increased profits that increase the Commonwealth's General Fund.</p>
<p>o Detailed justification about how funding this decision package will impact the agency.</p>	<p>Funding this decision brief in terms of both dollars and MEL will result in:</p> <ul style="list-style-type: none"> - Additional store openings, meeting growing demand for spirits sales, and meeting the customer service needs of the Commonwealth's citizens - Increased Marketing initiatives to continue to grow customer base, deliver incremental store sales, increase customer engagement, and raise awareness of Authority - Provide an appropriate internal customer service to Authority employees in order to maintain/increase employee engagement, which reduces employee attrition and recruiting expense to replace that turnover - Ensure that Procurement is able support acquisition of the goods and services needed for a growing retail store network, consistent with Commonwealth requirements - Ability to analyze and understand store locations and sales activity, delivering data driven decision making to continue to grow store sales and profits
<p>The Alternatives considered (must list at least one).</p>	
<p>o Indicate any other alternatives you considered for accomplishing the objectives of the request and why you selected the proposed action. Briefly list the pros and cons of each alternative.</p>	<p>As this request is for the funds and MEL to continue to grow the Authority's store network, the only alternative is to not grow the store network.</p> <p>Pros: None</p> <p>Cons:</p> <ul style="list-style-type: none"> - Reduced growth of profit transfers to Commonwealth General Fund - Reduced customer service to Commonwealth citizens - Potential for hardship to licensee community
<p>The Explanations and Methodologies</p>	

<p>o Explain how you calculated your request and any assumptions used, the methodology used. Enter as much detail as necessary to fully explain the methodologies used.</p>	<p>New Stores: (The average FY22 cost of a Store Manager/Assistant Store Manager was used to estimate the cost of the Store Managers/Assistant Store Managers needed)</p> <ul style="list-style-type: none"> - Store Manager, \$70,449 fully loaded annually per MEL = \$563,593 annual request for 8 MEL in FY23, \$1,127,185 annual request for 16 MEL in FY24 - Assistant Store Manager, \$59,744 fully loaded annually per MEL = \$477,953 annual request for 8 MEL in FY23, \$955,905 annual request for 16 MEL in FY24 <p>In-Store Growth: (The average FY22 cost of an Assistant Store Manager was used to estimate the cost of the Assistant Store Managers needed)</p> <ul style="list-style-type: none"> - Assistant Store Manager, \$59,744 fully loaded annually per MEL = \$896,161 annual request for 15 MEL in FY23, \$1,792,323 annual request for 30 MEL in FY24 <p>Volume Driven Infrastructure:</p> <ul style="list-style-type: none"> - 2 Store Network Maintenance Technicians, \$86,697 fully loaded annually per MEL = \$173,393 annual request - 1 Marketing Senior Product Manager, \$140,524 fully loaded annually per MEL = \$140,524 annual request - 3 Marketing Merchandising Analysts, \$92,956 fully loaded annually per MEL = \$278,867 annual request - 2 HR Talent Acquisition Coordinators, \$109,229 fully loaded annually per MEL = \$218,458 annual request - 1 Research & Planning Business Analysis Manager, \$128,006 fully loaded annually per MEL = \$128,006 annual request - 1 Procurement Officer, \$140,524 fully loaded annually per MEL = \$140,524 annual request - 1 Payroll Technician, \$65,416 fully loaded annually per MEL = \$65,416 annual request - 1 IT Warehouse Analyst, \$77,934 fully loaded annually per MEL = \$77,934 annual request <p>NonGeneral Fund Dollars (FY2023) = 4,630,881 MEL (FY2023) = 16 for new stores + 15 for in store growth + 12 volume driven support = 43 MEL</p> <p>NonGeneral Fund Dollars (FY2024) = 8,038,639 MEL (FY2024) = 32 for new stores (16 for FY2023 plus 16 additional for FY2024) + 30 for in store growth (15 for FY2023 plus 15 additional for FY2024) + 12 for store growth support = 74 MEL</p>
DPB requires detailed cost estimates for each submission to include the following:	
o Fiscal year of the cost to be incurred.	Costs will be incurred annually, beginning in FY23
o New positions required that are related to the decision package.	This request includes 43 additional MEL in FY23, and 74 additional MEL in FY24
o Ongoing maintenance required if decision package is approved.	
o Cost savings that will incur as a result of approving the decision package.	None
o Costs estimates must be separated out into the type of cost (software, hardware, PSC, maintenance, etc.)	
<i>Note: DPB does allow documents to be attached to the decision package that helps to justify the request or explain the methodology used.</i>	

Appropriation Request:		Amount	MEL
	FY 2023	\$ 4,630,881	43
	FY 2024	\$ 8,038,640	74

P&L Impact		\$ 4,630,881
	FY 2023	\$ 4,630,881
	FY 2024	\$ 8,038,640

23-24 Biennium impact		FY2023	FY2024
New Stores (32 MEL)		\$1,041,545	\$2,083,091
Wage Expense		\$889,647	\$1,779,294
In-Store Growth (30 MEL)		\$896,161	\$1,792,323
Volume Driven Infrastructure (12 MEL)		\$1,223,122	\$1,223,122
New Store Operating Costs		\$580,405	\$1,160,811
Total Cost		\$4,630,881	\$8,038,640

DPB Decision Package Template

<p>Project: Increase Appropriation for Store Clerk Conversion</p>	<p>Virginia ABC is requesting an additional 50 store clerk positions over FY23 and FY24 to replace wage positions (25 positions in FY2023 and an additional 25 in FY2024). These positions will be used as a hedge against service continuity loss due to high employee turnover for wage positions. Turnover has become more volatile and having more classified employees will serve the agency well by retaining employees with more product knowledge who will best serve our customers. Currently, the agency is dependent on part time help that is limited by the 29 hour cap. With the current COVID impact, having the additional classified clerk positions will help bring down the current turnover rate, add stability to our store staffing, and maintain knowledgeable employees who are promoting ABC's vision and values by providing excellent customer experience.</p>
<p>Consequences for not funding/justification for decision package:</p>	
<p>o Indicate the consequences you expect if your proposal is not approved.</p>	<p>If this proposal is not funded, the Authority expects that continued wage employee turnover to remain high. Consequently, this will result in an increased risk of incurring unnecessary costs associated with high turnover (i.e. productivity loss, loss in continuity, loss in institutional knowledge, and increased training costs)</p>
<p>o Detail about how not funding this action will impact the agency's</p>	<p>Not funding this action will likely see an increased wage employee turnover ratio</p>
<p>o Detailed justification about how funding this decision package will impact the agency.</p>	<p>If this decision package is funded, the conversion of wage positions to store clerk will give greater stability to staffing, allowing Virginia ABC to train and invest in our personnel and providing opportunities for advancement to our employees.</p>
<p>The Alternatives considered (must list at least one).</p>	
<p>o Indicate any other alternatives you considered for accomplishing the objectives of the request and why you selected the proposed action. Briefly list the pros and cons of each alternative.</p>	<p>The alternative to address the staffing needs associated with growth would be to continue hiring part-time positions.</p> <p>Pro: This provides relief and allows the agency to address staffing needs without adding MEL.</p> <p>Con: To continue hiring part-time employees is only a temporary fix that subjects the Commonwealth to additional and unnecessary risk. An increase in part-time employees creates a greater probability of violating the 29-hour rule, which would result in additional, avoidable costs. Additionally, our performance measure data shows that fulltime employees have a much lower turnover ratio than part-time employees. By adding part-time employees, you essentially add a much more volatile class of employee, which increases the risk that the state will incur hidden, unnecessary costs due to preventable separations (i.e. loss in productivity). The more wage positions you add to the workforce, the more unstable it becomes. Employees are less accessible due to their having to work other jobs or not having the hours available to work, even if they have the desire.</p>
<p>The Explanations and Methodologies</p>	
<p>o Explain how you calculated your request and any assumptions used, the methodology used. Enter as much detail as necessary to fully explain the methodologies used.</p>	<p>For this calculation, the average salary for a full-time clerk was multiplied by tax and benefit rates, then multiplied by the number of positions to be created. The number of wage hours needed was reduced by the number of full-time hours used in the staffing matrix, resulting in a net increase.</p> <p>NonGeneral Fund Dollars (FY2023) = \$866,904 MEL (FY2023) = 25</p> <p>NonGeneral Fund Dollars (FY2024) = \$1,733,809 MEL (FY2025) = 50 (25 for FY2023 plus 25 additional for FY2024)</p>
<p>DPB requires detailed cost estimates for each submission to include the following:</p>	
<p>o Fiscal year of the cost to be incurred.</p>	<p>Costs will be incurred annually, beginning in FY23</p>
<p>o New positions required that are related to the decision package.</p>	<p>This request includes 25 additional MEL in FY23, and 74 additional MEL in FY24</p>
<p>o Ongoing maintenance required if decision package is approved.</p>	
<p>o Cost savings that will incur as a result of approving the decision package.</p>	<p>None - While the package is an overall cost increase, it will help to reduce non-productive costs incurred due to turnover and provides greater opportunities for employees to advance at Virginia ABC.</p>
<p>o Costs estimates must be separated out into the type of cost (software, hardware, PSC, maintenance, etc.)</p>	
<p><i>Note: DPB does allow documents to be attached to the decision package that helps to justify the request or explain the methodology used.</i></p>	

<u>Appropriation Request:</u>	FY 2023	Amount	MEL
	FY 2024	\$ 866,904	25
		\$ 1,733,809	50

<u>P&L Impact</u>	FY 2023	\$ 866,904
	FY 2024	\$ 1,733,809

<u>23-24 Biennium impact</u>	Vendor Costing Categories	FY2023	FY2024
	Store Clerk Conversion (50 MEL)	\$866,904	\$1,733,809
		\$0	\$0
		\$0	\$0
		\$0	\$0
	Total Cost	\$866,904	\$1,733,809

DPB Decision Package Template

<p>Project: Increase Appropriation for Cost of Goods Sold</p>	<p>This request is for additional appropriation to fund the anticipated cost of product, thus maintaining an appropriate level of inventory for consumer demand. Each year, the agency requires additional appropriation to purchase distilled spirits, Virginia wine and mixers that are sold in ABC stores. In FY 2021, the Authority had cost of goods in excess of \$640 million. This request provides the necessary appropriation to meet anticipated sales increases in FY 2023 and FY 2024. Without the increase, the Authority will not be able to keep stores stocked, maintain the revenue streams to the Commonwealth, and the customer service to the citizens would be negatively impacted.</p>
<p>Consequences for not funding/justification for decision package:</p>	
<p>o Indicate the consequences you expect if your proposal is not approved.</p>	<p>It is vital that the Authority has the capacity to pay for store products. The inability to purchase product, to satisfy consumer demand, would be detrimental to the core of the business and result in reduced sales</p>
<p>o Detail about how not funding this action will impact the agency's performance measures and targets.</p>	
<p>o Detailed justification about how funding this decision package will impact the agency.</p>	
<p>The Alternatives considered (must list at least one).</p>	
<p>o Indicate any other alternatives you considered for accomplishing the objectives of the request and why you selected the proposed action. Briefly list the pros and cons of each alternative.</p>	<p>Alternative would be to not increase funding for merchandise, which would lead to the Authority's inability to purchase product to stock our retail stores and satisfy consumer demands. This would be very detrimental to the core of the agency's business. This will affect the agency's revenue and profit forecast for the requested fiscal years.</p>
<p>The Explanations and Methodologies</p>	
<p>o Explain how you calculated your request and any assumptions used, the methodology used. Enter as much detail as necessary to fully explain the methodologies used.</p>	<p>FY23 Anticipated sales @ 10% growth = \$1,569,661,689 COGS @ 48.21% plus an additional volatility @ 0.3% $(\\$1,569,661,689 * 48.21\%) + (\\$1,569,661,689 * 0.3\%) = \\$761,442,885$ Included in the Base Budget = \$734,484,933 Increase over Base Budget amount = $(\\$761,442,885 - \\$734,484,933) = \\$ 26,957,952$</p> <p>FY24 Anticipated sales @ 7% growth = $(\\$1,569,661,689 * 7\%) = \\$1,679,538,007$ COGS @ 48.21% plus an additional volatility @ 0.3% $(\\$1,679,538,007 * 48.21\%) + (\\$1,679,538,007 * 0.3\%) = \\$814,743,887$ Included in the Base Budget = \$734,484,933 Increase over Base Budget amount = $(\\$814,743,887 - \\$734,484,933) = \\$ 80,258,954$</p>
<p>DPB requires detailed cost estimates for each submission to include the following:</p>	
<p>o Fiscal year of the cost to be incurred.</p>	<p>Costs will be incurred annually, beginning in FY23</p>
<p>o New positions required that are related to the decision package.</p>	<p>N/A</p>
<p>o Ongoing maintenance required if decision package is approved.</p>	
<p>o Cost savings that will incur as a result of approving the decision package.</p>	<p>None</p>
<p>o Costs estimates must be separated out into the type of cost (software, hardware, PSC, maintenance, etc.)</p>	
<p><i>Note: DPB does allow documents to be attached to the decision package that helps to justify the request or explain the methodology used.</i></p>	

<u>Appropriation Request:</u>	FY 2023	\$ 26,957,952
	FY 2024	\$ 80,258,954

<u>P&L Impact</u>	FY 2023	\$ 26,957,952
	FY 2024	\$ 80,258,954

<u>23-24 Biennium impact</u>	Vendor Costing Categories	
	FY2023	FY2024
COGS	\$26,957,952	\$80,258,954
	\$0	\$0
	\$0	\$0
	\$0	\$0
	\$0	\$0
Total Cost	\$26,957,952	\$80,258,954

DPB Decision Package Template

Project:	<i>IT Advisory Committee Language Change (To eliminate the requirement of the IT Advisory Committee found in item 395 Paragraph A of Chapter 552 of the Virginia Acts of Assembly)</i>
Consequences for not funding/justification for decision package:	
o Indicate the consequences you expect if your proposal is not approved.	<i>IT Advisory committee will continue to meet. Recent meeting has suffered from lack of attendance and difficulty in scheduling. Money committee staff have expressed agreement that meetings are of limited value. Consequences will be people on the committee will have more time in the day to do more important tasks.</i>
o Detail about how not funding this action will impact the agency's performance measures and targets.	<i>N/A</i>
o Detailed justification about how funding this decision package will impact the agency.	<i>No funding requested but ABC will be able to dedicate time to other items.</i>
The Alternatives considered (must list at least one).	
o Indicate any other alternatives you considered for accomplishing the objectives of the request and why you selected the proposed action. Briefly list the pros and cons of each alternative.	<i>Meeting could be converted to a report. However, report may be of limited interest to those listed on the committee.</i>
The Explanations and Methodologies	
o Explain how you calculated your request and any assumptions used, the methodology used. Enter as much detail as necessary to fully explain the methodologies used.	<i>N/A</i>
DPB requires detailed cost estimates for each submission to include the following:	
o Fiscal year of the cost to be incurred.	<i>N/A</i>
o New position required that are related to the decision package.	<i>N/A</i>
o Ongoing maintenance required if decision package is approved.	<i>N/A</i>
o Cost savings that will incur as a result of approving the decision package.	<i>No cost savings. However, committee members will have more time to attend to other important tasks</i>
o Costs estimates must be separated out into the type of cost (software, hardware, PSC, maintenance, etc.)	<i>N/A</i>

Note: DPB does allow documents to be attached to the decision package that helps to justify the request or explain the methodology used.

Total Appropriation Requested:

		Amount	MEL
FY	2023	11,690,902	77
FY	2024	18,562,689	133

Please Note: COGS is excluded here

Total P&L Impact:

		Amount
FY	2023	6,975,868
FY	2024	12,580,244

Please Note: COGS is excluded here

5 year Cost Breakdown Total

FY2023	FY2024	FY2025	FY2026	FY2027
\$ 6,975,867	\$ 12,580,245	\$ 2,807,795	\$ 2,807,795	\$ 2,807,795

Please Note: COGS is excluded here

	Broker Representative	Product Name	Product Size	Suggested Retail Price	Proof	Product Origin	Virginia Product?	Merchandising Category	Brand Strength	Merchandising/Flavor Category Need	Price Comparison/Price Tier Need	Packaging	Category Trends (YoY Growth)	Customer Demand (SOC/SONC/O TB revenue)	Intuition (sales/performance of brand's current SKUs, past experience)	Marketing Support/Strategy	VA Product	High	Medium	Low	Weighted Total	Notes
RECOMMENDED																						
	BreakThru	Old Forester Statesman	750ml	\$54.99	95	Kentucky	No	American Whiskey	4	3	3	5	5	0	5	5	0	10	15	5	47.5	
	RNDC	Bardstown Bourbon Company Fusion Series	750ml	\$59.99	94.7	Bardstown, Kentucky	No	American Whiskey	4	3	3	3	5	2	5	3	0	10	15	3	45.5	
	BreakThru	Redemption Wheated Bourbon	750ml	\$45.99	96	MGP (Indiana)	No	American Whiskey	3	3	3	5	5	0	5	3	0	9	15	3	43.5	
	BreakThru	WhistlePig PiggyBack 100% Rye	50ml	\$4.99	96.56	Vermont	No	American Whiskey	3	3	3	5	5	0	5	3	0	9	15	3	43.5	
	RNDC	Tin Cup 10yr Bourbon	750ml	\$54.99	84	Indiana, USA	No	American Whiskey	3	3	3	5	5	0	5	3	0	9	15	3	43.5	
	RNDC	Breckenridge Rum Cask Finish Whiskey	750ml	\$56.99	90	Breckenridge, Colorado	No	American Whiskey	3	3	3	3	5	0	5	3	0	9	13	3	40.5	
	RNDC	Oak & Eden Toasted Oak Bourbon & Spire	750ml	\$54.99	90	Indiana - MGP	No	American Whiskey	3	3	3	3	5	0	5	3	0	9	13	3	40.5	6 month trial
	No broker representative	MurLarkey Salsa Borracha	750ml	\$39.99	90	Virginia	Yes	American Whiskey	2	3	3	3	5	0	2	3	5	8	10	8	39	
	No broker representative	Church Whiskey	750ml	\$32.99	80	Virginia	Yes	American Whiskey	2	2	2	3	5	0	2	3	5	6	10	8	35	
	SGWS	Ezra 99	750ml	\$26.99	99	Bardstown, KY	No	American Whiskey	4	2	2	3	5	0	2	3	0	8	10	3	34	
	No broker representative	Flying Ace Bourbon	750ml	\$44.99	90	Virginia	Yes	American Whiskey	1	2	2	3	5	0	2	3	5	5	10	8	33	
	RNDC	Pendleton Midnight Canadian Whiskey	50ml	\$1.99	90	Canada	No	Canadian	3	3	4	3	5	0	5	3	0	10	13	3	42.5	One Time Buy
	RNDC	Pendleton Midnight Canadian Whiskey	750ml	\$34.99	90	Canada	No	Canadian	3	3	4	3	5	0	2	3	0	10	10	3	38	
	SGWS	The Club Cape Cod 4pk	4 pk/355ml	\$12.20	30	Saddle Creek	No	Canned Cocktail/Hard Canned	4	3	3	3	5	0	5	3	0	10	13	3	42.5	
	BreakThru	Batch & Bottle Monkey Shoulder Lazy Old	375ml	\$17.99	70	Scotland	No	Canned Cocktail/Hard Canned	2	3	4	3	5	0	5	3	0	9	13	3	40.5	
	BreakThru	Batch & Bottle Hendrick's Gin Martini	375ml	\$17.99	70	Scotland	No	Canned Cocktail/Hard Canned	2	3	4	3	5	0	5	3	0	9	13	3	40.5	
	BreakThru	Batch & Bottle Glenfiddich Scotch Manhattan	375ml	\$17.99	60	Scotland	No	Canned Cocktail/Hard Canned	2	3	4	3	5	0	5	3	0	9	13	3	40.5	
	BreakThru	BOLS Espresso Martini	375ml	\$12.99	30	Netherlands	No	Cocktails	4	3	4	5	5	0	5	3	0	11	15	3	47.5	
	BreakThru	BOLS Red Light Negroni	375ml	\$12.99	42	Netherlands	No	Cocktails	4	3	4	5	5	0	5	3	0	11	15	3	47.5	
		Ice Box Mudslide	200ml	\$1.99	48	Frankfort	No	Cocktails	3	3	0	3	3	5	0	5	5	11	13	3	44.5	
	RNDC	Heublein Manhattan Cocktail 200ml	200ml	\$6.99	70	Lewiston	No	Cocktails	3	3	3	3	5	0	5	3	0	9	13	3	40.5	
	RNDC	Heublein Mai Thai Cocktail 200ml	200ml	\$6.99	40	Lewiston	No	Cocktails	3	3	3	3	5	0	5	3	0	9	13	3	40.5	
	RNDC	Heublein Dirty Martini Cocktail 200ml	200ml	\$6.99	55	Lewiston	No	Cocktails	3	3	3	3	5	0	5	3	0	9	13	3	40.5	
	RNDC	Chi-Chi's Long Island Iced Tea 4pk 200ml	4 pk/355ml	\$5.99	25	Owensboro	No	Cocktails	5	3	3	3	5	0	2	3	0	11	10	3	40	
	RNDC	Chi-Chi's Margarita 4pk 200ml	4 pk/355ml	\$5.99	20	Owensboro	No	Cocktails	5	3	3	3	5	0	2	3	0	11	10	3	40	
	RNDC	Chi-Chi's Pink Lemonade Margarita 200ml	200ml	\$1.49	25	Owensboro	No	Cocktails	5	3	3	3	5	0	2	3	0	11	10	3	40	
	No broker representative	Great Falls Gin	750ml	\$34.99	80	Virginia	Yes	Gin	2	2	3	3	3	1	2	3	5	7	9	8	35.5	
	SGWS - Liberty	Jameson Orange	750ml/50	\$29.99	60	Ireland	No	Irish	5	5	3	3	4	0	5	3	0	13	12	3	47	
	RNDC	Bushmills 12 year Irish Single Malt Whiskey	750ml	\$59.99	80	Ireland	No	Irish	4	3	4	3	5	0	5	3	0	11	13	3	44.5	
	RNDC	Umiki Whisky	750ml	\$49.99	92	Japan	No	Japanese Whiskey	2	4	4	3	5	1	5	3	0	10	14	3	44	
	SGWS	Tenjaku Whisky	750ml	\$39.99	80	Japan	No	Japanese Whiskey	2	4	4	3	5	0	5	3	0	10	13	3	42.5	
	No broker representative	Belle Isle Lemon Lavender	750ml	\$24.99	70	Virginia Blend of Barbados and	Yes	Moonshine	3	3	3	5	5	0	5	3	5	9	15	8	48.5	6 month trial
	RNDC	Plantation Original Dark	750ml	\$21.99	80	Barbados and	No	Rum Unflavored	4	3	3	5	5	0	5	3	0	10	15	3	45.5	

Mast-Jagermeister	SGWS - Transatlantic	Teremana Blanco	375ml	\$15.99	80	Jalisco, Mexico	No	Tequila	4	3	4	3	5	0	5	3	0	11	13	3	44.5	
Mast-Jagermeister	SGWS - Transatlantic	Teremana Reposado	375ml	\$17.99	80	Jalisco, Mexico	No	Tequila	4	3	4	3	5	0	5	3	0	11	13	3	44.5	
Mast-Jagermeister	SGWS - Transatlantic	Teremana Anejo	750ml	\$39.99	80	Jalisco, Mexico	No	Tequila	4	3	4	3	5	0	5	3	0	11	13	3	44.5	
MHW LTD/818 Spirits	SGWS - Transatlantic	818 Tequila Blanco	750ml	\$44.99	80	Jalisco, Mexico	No	Tequila	3	3	4	3	5	0	5	3	0	10	13	3	42.5	6 month trial
MHW LTD/818 Spirits	SGWS - Transatlantic	818 Tequila Reposado	750ml	\$54.99	80	Jalisco, Mexico	No	Tequila	3	3	4	3	5	0	5	3	0	10	13	3	42.5	6 month trial
Park St Imports	SGWS - Transatlantic	Illegal Mezcal Joven	750ml	39.99	80	Oaxaca, Mexico	No	Tequila	3	3	3	3	5	2	2	3	0	9	12	3	39	
Williamsburg Winery, Virginia	No broker representative	Virginia Semi Dry Rose	750ml	\$19.99	12.24	Virginia	Yes	Virginia Wine	4	3	3	3	5	0	5	3	5	10	13	8	47.5	
Williamsburg Winery, Virginia	No broker representative	A Midsummer Night's White	750ml	\$19.99	12.36	Virginia	Yes	Virginia Wine	4	3	3	3	5	0	5	3	5	10	13	8	47.5	
Fifth Generation, INC.	BreakThru	Tito's Handmade Vodka 12pack	50mls	\$22.99	80	Austin, TX	No	Vodka	5	2	2	3	4	0	5	3	0	9	12	3	39	6 month trial
SPECIAL ORDER CATALOG																						
American Spirits Ltd/Patriarch Distillers,	RNDC	Soldier Valley Lee Greenwood Signature Bourbon	750ml	\$69.99	90	Nebraska, USA	No	American Whiskey	2	3	4	5	5	0	5	3	0	9	15	3	43.5	
American Spirits Ltd/Patriarch Distillers,	RNDC	Soldier Valley True American Whiskey	750ml	\$44.99	86	Nebraska, USA	No	American Whiskey	2	3	2	5	5	0	5	3	0	7	15	3	39.5	
HILL TOP DISTILLERY, LLC	No broker representative	HILL TOP STRAIGHT BOURBON WHISKEY	750ml	\$45.99	80	VIRGINIA	Yes	American Whiskey	2	3	2	3	5	0	2	3	5	7	10	8	37	
Highland Distillers	No Broker representative	War Horn Whiskey	750ml	\$34.99	80	VIRGINIA		American Whiskey	1	2	2	3	4	0	2	3	5	5	9	8	31.5	
Palm Bay International	SGWS	Yobo Soju	375ml	\$21.99		New York	No	Cordials	2	3	4	3	5	0	5	3	0	9	13	3	40.5	
Highland Distillers	No Broker representative	Highlands Gin	750ml	\$34.99	80	VIRGINIA		Gin	1	2	2	3	3	0	2	3	5	5	8	8	30	
HILL TOP DISTILLERY, LLC	No broker representative	BLACKBERRY GOOCH HOOCH MOONSHINE	750ml	\$27.99	40	VIRGINIA	Yes	Moonshine	2	3	3	3	5	0	5	3	5	8	13	8	43.5	
Highland Distillers	No Broker representative	Shiners Gold Moonshine	750ml	\$27.99	80	VIRGINIA		Moonshine	1	2	2	3	3	0	1	3	5	5	7	8	28.5	
NOT RECOMMENDED																						
Heaven Hill	RNDC	Evan Williams Peach	1.75L	\$24.99	65	Bardstown, KY	No	American Whiskey	5	3	4	3	5	0	5	3	0	12	13	3	46.5	
Deutsch Family Wine & Spirits	BreakThru	Redemption Bourbon	750ml	\$32.99	88	MGP (Indiana)	No	American Whiskey	3	3	3	5	5	1	5	3	0	9	16	3	45	
Deutsch Family Wine & Spirits	BreakThru	Redemption High Rye Bourbon	750ml	\$32.99	92	MGP (Indiana)	No	American Whiskey	3	3	3	5	5	0	5	3	0	9	15	3	43.5	
Coppercraft	SGWS	Coppercraft Straight Bourbon	750ml	\$47.99	97	Michigan	No	American Whiskey	2	3	4	5	5	0	5	3	0	9	15	3	43.5	
Sanctified Spirits	RNDC	Oak and Eden Rye & Spire	750ml	\$54.99	90	Indiana - MGP	No	American Whiskey	3	3	3	3	5	0	5	3	0	9	13	3	40.5	
Sanctified Spirits	RNDC	Oak & Eden Wheat & Spire	750ml	\$54.99	90	Indiana - MGP	No	American Whiskey	3	3	3	3	5	0	5	3	0	9	13	3	40.5	
Barrell Craft Spirits	SGWS	Barrell Bourbon Single Barrel Bourbon	750ml	\$99.99	115	Kentucky	No	American Whiskey	3	3	3	3	5	0	5	3	0	9	13	3	40.5	
FILIBUSTER BARRELS LLC	No broker representative	SINGLE ESTATE SINGLE BARREL	750ml	51.99	112-118	USA	Yes	American Whiskey	2	3	3	3	5	0	2	3	5	8	10	8	39	
Heaven Hill	RNDC	Larceny Bourbon	1L	\$36.99	92	Bardstown, KY	No	American Whiskey	4	3	3	3	5	0	2	3	0	10	10	3	38	
Sanctified Spirits	RNDC	Oak & Eden 4 Grain & Spire	750ml	\$54.99	90	Indiana - MGP	Yes	American Whiskey	3	3	3	3	5	0	2	3	0	9	10	3	36	
Belle Isle Craft Spirits	No broker representative	Belle Isle Honey Hab Lemonade	4 pk/355ml	\$9.99	10	Virginia	Yes	Canned Cocktail/Hard	3	4	3	3	5	0	5	5	5	10	13	10	49.5	
Belle Isle Craft Spirits	No broker representative	Belle Isle Transfusion	4 pk/355ml	\$9.99	14	Virginia	Yes	Canned Cocktail/Hard	3	4	3	3	5	0	5	5	5	10	13	10	49.5	
SAZERAC	SGWS	The Club Margarita 4pk	4pk	\$12.20	20	Saddle Creek	No	Canned Cocktail/Hard	4	3	3	3	5	0	5	3	0	10	13	3	42.5	
William Grant & Sons	BreakThru	Batch & Bottle Reyka Rhubarb Cosmopolitan	375ml	\$17.99	50pr	Scotland	No	Canned Cocktail/Hard	2	3	4	3	5	0	5	3	0	9	13	3	40.5	
MHW/Lucas BOLS	BreakThru	BOLS Margarita Azul	200ml	\$6.99	30	Netherlands	No	Cocktails	4	3	5	5	5	0	5	3	0	12	15	3	49.5	
MHW/Lucas BOLS	BreakThru	BOLS Margarita Azul	375ml	\$12.99	30	Netherlands	No	Cocktails	4	3	4	5	5	0	5	3	0	11	15	3	47.5	
MHW/Lucas BOLS	BreakThru	BOLS Very Old Fashioned	375ml	\$12.99	60	Netherlands	No	Cocktails	4	3	4	5	5	0	5	3	0	11	15	3	47.5	
MHW/Lucas BOLS	BreakThru	BOLS Espresso Martini	200ml	\$6.99	30	Netherlands	No	Cocktails	4	3	4	5	5	0	5	3	0	11	15	3	47.5	

MHW/Lucas BOLS	BreakThru	BOLS Very Old Fashioned	200ml	\$6.99	60	Netherlands	No	Cocktails	4	3	4	5	5	0	5	3	0	11	15	3	47.5
MHW/Lucas BOLS	BreakThru	BOLS Red Light Negroni	200ml	\$6.99	42	Netherlands	No	Cocktails	4	3	4	5	5	0	5	3	0	11	15	3	47.5
SAZERAC	RNDC	Heublein Old Fashioned Cocktail 200ml	200ml	\$6.99	84	Lewiston	No	Cocktails	3	3	3	3	5	0	5	3	0	9	13	3	40.5
Palm Bay International	SGWS	Drumshanbo Gunpowder Irish Gin	375ml	\$19.99	86	Ireland	No	Gin	3	3	5	3	4	0	5	3	0	11	12	3	43
Terlato Wines	SGWS	Angostura 1919 Rum	750ml	\$49.99	80	Trinidad & Tobago	No	Rum Unflavored	3	4	5	3	4	1	5	3	0	12	13	3	46.5
Park Street Imports	SGWS	Codigo 1530 Mezcal Artesanal Joven	750ml	\$69.99	84.4	Oaxaca, MX	No	Tequila	3	3	5	3	5	0	5	3	0	11	13	3	44.5
Tanteo Spirits, LLC (Tanteo Tequila)	BreakThru	Tanteo Habanero Tequila	750ml	\$39.99	80	Jalisco, Mexico	No	Tequila	3	4	3	3	5	1	5	3	0	10	14	3	44
Park St Imports	SGWS - Transatlantic	Illegal Mezcal Reposado	750ml	49.99	80	Oaxaca, Mexico	No	Tequila	3	3	3	3	5	1	2	3	0	9	11	3	37.5
GT Spirits, LLC	RNDC	Ghost Tequila Spicy 100% Tequila	750ml	29.99 @ Retail	80	Mexico	No	Tequila	2	2	3	3	5	0	2	3	0	7	10	3	32
Jinro America Inc dba Hite/Jinro America	No broker representative	Jinro Is Back Soju	375ml	\$5.99	33.8	South Korea	No	Vodka	1	3	3	3	4	5	2	3	0	7	14	3	38